

TABLE OF CONTENTS

- 1. Sustainability Performance Overview
- 2. Assessment Benefits
- 3. Assessment Process
- 4. EcoVadis Methodology
 - A. Four Themes and 21 Criteria
 - B. Seven Management Indicators
- 5. Understanding a Scorecard
 - A. Quantitative Information: Scores & Activated Criteria
 - B. Qualitative Information: Strengths & Improvement Areas
 - C. Scoring Scale
- 6. Environment
- 7. Labor & Human Rights
- 8. Ethics
- 9. Sustainable Procurement
- 10. 360° Watch Findings
- 11. Specific Comments
- 12. Contact Us
- 13. Appendix: Industry Risk Profile

ABOUT SUSTAINABILITY

Sustainability is the continuing commitment to act responsibly by integrating social and environmental concerns into business operations. Sustainability goes beyond regulatory compliance to focus on how companies manage their economic, social and environmental impacts, as well as their relationships with stakeholders (e.g. employees, trading partners, government).

ABOUT THE ASSESSMENT

The EcoVadis methodology framework assesses companies' policies and actions as well as their published reporting related to the environment, labor and human rights, ethics and sustainable procurement. Our team of international sustainability experts analyze and crosscheck companies' data (supporting documents, 360° Watch Findings, etc.) in order to create reliable ratings, taking into account each company's industry, size and geographic location.

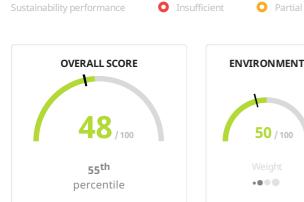
ABOUT ECOVADIS

EcoVadis provides the leading solution for monitoring sustainability in global supply chains. Using innovative technology and sustainability expertise, we strive to engage companies and help them adopt sustainable practices.

No part of this document may be reproduced, modified or distributed in any form or manner without prior written permission from EcoVadis. Provided under contract for exclusive use by subscriber:

1. SUSTAINABILITY PERFORMANCE OVERVIEW

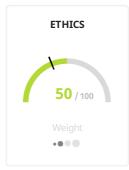
Score breakdown







Moderate



Outstanding



Average score

Overall score distribution



Theme score comparison

Advanced





TSG SOLUTIONS HOLDING SA (GROUP) has been awarded a bronze medal in recognition of sustainability achievement! To receive this medal, companies must have an overall score of 45-54.

Corrective Action Plan in progress

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. TSG SOLUTIONS HOLDING SA (GROUP) has a corrective action plan in place and is working on improving their sustainability management system.

^{*} You are receiving this score/medal based on the disclosed information and news resources available to EcoVadis at the time of assessment. Should any information or circumstances change materially during the period of the scorecard/medal validity, EcoVadis reserves the right to place the business' scorecard/medal on hold and, if considered appropriate, to re-assess and possibly issue a revised scorecard/medal.

2. ASSESSMENT BENEFITS

Understand:

Get a clear picture of a company's sustainability performance. The scorecard is the final output of the EcoVadis assessment. It rates and benchmarks a company's sustainability performance in four themes on a scale of 0-100 and highlights strengths and improvement areas.

Know where a company stands compared to their industry. Benchmark the company's sustainability performance against the industry with a score distribution graph and theme score comparisons.

Identify industry trends. Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

Communicate:

Meet customer needs. More and more companies raise questions about their trading partners' environmental and social performance. The EcoVadis assessment allows companies to demonstrate their commitment.

Leverage a unique communication tool. Companies with an EcoVadis Scorecard avoid audit fatigue by sharing one assessment with all requesting customers.

3. ASSESSMENT PROCESS



Customer Request

Procurement, CSR, EHS, and Sustainability leaders in enterprises looking to monitor sustainability risk in the supply chain request an EcoVadis assessment for their trading partners.



Questionnaire

Based on a company's specific sustainability risk factors, a customized questionnaire is created. It contains 20 to 50 questions tailored to the industry, size and location.



Document Analysis

Companies are required to provide supporting documentation for their answers to the questionnaire. These documents are reviewed by our analysts.



Public Information

Company information that is publicly available, most often found on the company website, is also collected as evidence of their sustainability performance.



360° Watch Findings

360° Watch Findings comprise relevant public information about companies' sustainability practices, identified via more than 2,500 data sources. They can have positive, negative or no score impact.



Expert Analysis

Our analysts combine all these elements to produce one unified scorecard per company.

SCORECARD



4. ECOVADIS METHODOLOGY

A. Four Themes and 21 Criteria

EcoVadis assessments focus on 21 issues which are grouped into 4 themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement). The 21 issues or criteria are based upon international sustainability standards such as the Global Compact Principles, the International Labour Organization (ILO) conventions, the Global Reporting Initiative (GRI) standard, the ISO 26000 standard, and the CERES principles.

21 sustainability criteria

1. ENVIRONMENT

OPERATIONS

Energy consumption & GHGs Water Biodiversity Local & Accidental Pollution Materials, Chemicals & Waste

PRODUCTS

Product Use Product End-of-Life Customer Health & Safety Environmental Services & Advocacy

3. ETHICS

Corruption Anticompetitive Practices Responsible Information Management

2. LABOR & HUMAN RIGHTS

HUMAN RESOURCES

Employee Health & Safety Working Conditions Social Dialogue Career Management & Training

HUMAN RIGHTS

Child Labor, Forced Labor & Human Trafficking Diversity, Discrimination & Harassment External Stakeholders Human Rights

4. SUSTAINABLE PROCUREMENT

Supplier Environmental Practices Supplier Social Practices







B. Seven Management Indicators

EcoVadis assessments evaluate a company's sustainability management system by looking at seven management indicators. These are used to further customize the assessment by weighting the four themes and their subsequent 21 sustainability criteria.



Policies (weight: 25%)

- 1. Policies: Mission statements, policies, objectives, targets, governance
- 2. Endorsement: Endorsement of external sustainability initiatives

Actions (weight: 40%)

- 3. Measures: Measures and actions implemented (e.g. procedures, training, equipment)
- 4. Certifications: Certifications and labels (e.g. ISO 14001)
- 5. Coverage: Coverage of measures and actions

Results (weight: 35%)

- 6. Reporting: Reporting on Key Performance Indicators (KPIs)
- 7. 360: Condemnations, Controversies, Awards

5. UNDERSTANDING A SCORECARD

The overall score can be better understood by looking at quantitative information (theme scores and activated criteria) and qualitative information (strengths and improvement areas).

A. Quantitative Information: Scores & Activated Criteria

Theme Scores:

Like the overall score, theme scores are on a scale of 1 to 100.

Activated Criteria:

Each of the four themes (Environment, Labor & Human Rights, Ethics, Sustainable Procurement) have specific criteria associated with them. Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Non-activated

If certain criteria are not activated, then the specific associated issue is not relevant or has very low sustainability risk for that company.

Medium

Medium importance criteria are the issues some sustainability risk is present but not the most pressing.

High

High importance criteria are the issues where the company faces the greatest sustainability risk.

Risk countries only

Criteria classified as Only in Risk Countries are activated only if the company has significant operations in one or more countries identified as risky.

B. Qualitative Information: Strengths & Improvement Areas

Qualitative information provides more details and insights into a company's score. For each theme, the company is assigned strengths (elements of their sustainability management system that are positive) and improvement areas (elements of their sustainability management system that need to be improved). The strengths and improvement areas are divided according to the three management layers (Policies, Actions, Results) and are also classified by priority.

All improvement areas are automatically added to the company's Corrective Action Plan. They are pre-organized by priority. The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback.

C. The Scoring Scale

0 - 24	Insufficient	No engagements or tangible actions regarding sustainability. Evidence in certain cases of misconduct (e.g. pollution, corruption).
25 - 44	Partial	No structured sustainability approach. Few engagements or tangible actions on selected issues. Partial reporting on Key Performance Indicators. Partial certification or occasional labeled product.
45 - 64	Moderate	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues. Basic reporting on actions or Key Performance Indicators.
65 - 84	Advanced	Structured and proactive sustainability approach. Engagements/policies and tangible actions on major issues with detailed implementation information. Significant sustainability reporting on actions and Key Performance Indicators.
85 - 100	Outstanding	Structured and proactive sustainability approach. Engagements/policies and tangible actions on all issues with detailed implementation information. Comprehensive sustainability reporting on actions and Key Performance Indicators. Innovative practices and external recognition.

6. ENVIRONMENT

This theme takes into account both operational factors (e.g. energy consumption, waste management) and product stewardship (e.g. product end-of-life, customer health and safety issues).

Environment Score Breakdown

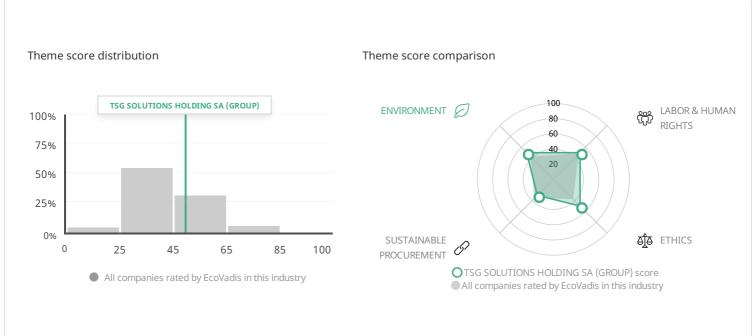












Environment: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Environment: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.





Environment

Weight • • • •

Strengths (9)

Policies

Standard policy on a majority of environmental issues

Information

A standard environmental policy includes commitments and/or operational objectives on the main environmental risks the company faces.

Guidance

A comprehensive environmental policy includes commitments and/or operational objectives on the majority of environmental risks the company faces, and integrates quantitative objectives (i.e. targets) on those risks. It is also mandatory for the policy to incorporate some of the following organizational elements: scope of application, allocation of responsibilities, and/or a formal review process. Policies are deemed exceptional when all environmental issues are covered by qualitative and quantitative objectives, in addition to all of the aforementioned elements. Download the How-to Guide on this topic here (in English).

Actions

Reduction of carbon emissions in transportation

Formalized procedure related to waste management

Information

The company demonstrates that it has a procedure in place related to waste through supporting documentation.

Guidance

Procedural documents detail a company's control systems and/or processes, and assign responsibilities for tasks and actions. Procedures describe how policies that are implemented by the company will be put into action. They can be presented in form of checklists, instructions, flowcharts, etc. A typical procedure document should outline the issues at hand, employees or departments responsible for overseeing or implementing the procedure, and how the procedure is to be implemented (i.e. step-by-step). Examples of procedures related to waste could be: process to collect and sort waste for proper disposal, procedure on how to handle specific waste such as metal, batteries, or glass, procedure or training for employees concerning recycling, etc.

Specific measures to meet WEEE directive when replacing equipment

Information

The company has implemented specific measures which aim to ensure compliance with the WEEE directive upon replacement of equipment.

Guidance

The Waste Electrical and Electronic Equipment Directive (WEEE Directive) is the European Community directive 2012/19/EU on waste electrical and electronic equipment (WEEE). The WEEE Directive sets collection, recycling and recovery targets for all types of electrical goods. Companies who are affected by the WEEE regulation are required to implement various actions to meet WEEE requirements. Such actions include (but are not limited to): a formal assessment of all products in light of the WEEE directive, participation in distributor take-back schemes, measures to ensure adequate waste separation.



ISO 14001 certified (at least one operational site)

Information

The company has provided a valid ISO 14001 certificate that covers at least one operating site $\,$

Guidance

ISO 14001 is the internationally recognised standard for the environmental management of businesses. It prescribes controls for those activities that have an effect on the environment. These include the use of natural resources, handling and treatment of waste and energy consumption. Organizations that implement ISO 14001 have a clear management structure with defined authority and responsibility, clear objectives for improvement, with measurable results and a structured approach to environmental impacts. This includes the monitoring of environmental system management failures, auditing of performance, and review of policies and objectives.

Measures for handling hazardous substances

Information

The company has implemented specific measures and concrete actions regarding hazardous materials management.

Guidance

Some potential examples of these measures might include, employee awareness or training programs on hazardous chemicals handling, formalized processes and documentation for transporting hazardous goods and chemicals and the use of safety checklists for safe storage and safe disposal of hazardous chemicals.

Measures or innovative technologies implemented to reduce, recycle or reuse waste

Information

The company has implemented measures for reducing and/or reusing waste. These measures can be a new process, a facility feature, an operational procedure, a management practice, etc.

Guidance

In order to reduce the amount of waste generated, the company can select to modify its current arrangements by upgrading or changing current equipment (or technologies) in place to optimize the production process. Companies can also reuse or recycle the waste generated from operations as an input into downstream processes to avoid sending that waste to landfill.

Results

Materiality analysis in sustainability reporting

Reporting on total energy consumption

Information

Guidance

Total energy consumed represents total primary energy consumption reported in kWh. Total energy consumed may include e.g. consumption of coal and coke (in Kg) reported in kWh and/or consumption of oil, LPG and electrical power in kWh.

Improvement Areas (7)



Policies



Declares endorsing the United Nations Global Compact (UNGC), but not verified or no supporting documentation provided

Information

The company declares being a Global Compact signatory, but there is no evidence within the company supporting documentation nor evidence of participation on the Global Compact website.

Guidance

The United Nations Global Compact (UNGC) is a voluntary initiative that encourages businesses worldwide to adopt sustainable and socially responsible policies, and to report on them. Global Compact participants commit to respecting 10 principles on human rights, labor rights, the environment and anticorruption. The initiative has a mandatory disclosure framework, which obliges business participants to annually report on their progress against the 10 principles in a Communication on Progress (COP). Companies that do not comply with this reporting requirement are removed (or "delisted") from the list of participants after two years.

Low

No quantitative target on environmental issues

Information

The company's policy does not contain quantitative objectives or targets on environmental issues.

Guidance

Quantitative objectives or targets on environmental issues are considered as fundamental elements of comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. Some examples of specific targets on this topic include quantitative objectives on energy consumption reduction, percentage targets to reduce waste, or targets for a number of products to be eco-labelled. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (i.e. by 2020 we commit to reduce our energy consumption by 20% from 2015 levels). Download the How-to Guide on this topic here (in English).

Actions



Less than 20% of operational sites ISO 14001 certified

Information

The assessed company has several operational sites. Less than 20% of operational facilities are ISO 14001 certified.

Guidance

Publicly available information or supporting documents only show a less than 20% coverage of operational facilities certified with ISO 14001. Companies that have more than one operational site, office or subsidiary must demonstrate that environmental certificates (like ISO 14001) are deployed across a majority of sites in order to guarantee an effective company-wide CSR management system.



Results

High

Basic reporting on environmental issues

Information

There is some evidence of formal reporting on environmental issues in the supporting documentation. It may include key performance indicators (KPIs), or statistical figures. However reporting elements may be limited in terms of quality or quantity, may not cover the main issues, or reporting is not regularly updated.

Guidance

Based on the information provided for the assessment, reporting does not cover a major portion of relevant issues. To improve the quality of reporting, KPIs could include material issues for the company's environmental performance. For example, annual figures on electricity consumption and GHG emissions, waste management, or any other available KPIs. For more information on the specific environmental performance KPIs please refer to the GRI Standards. Download the How-to Guide on this topic here (in English).

Medium

No alignment with a widely recognized reporting standard (e.g. GRI, SASB)

Low

No external assurance of sustainability reporting

Low

No information on reporting on total weight of waste

7. LABOR & HUMAN RIGHTS

This theme takes into account both internal human resources (e.g. health and safety, working conditions, career management) and human rights issues (e.g. discrimination and/or harassment, child labor).

Labor & Human Rights Score Breakdown

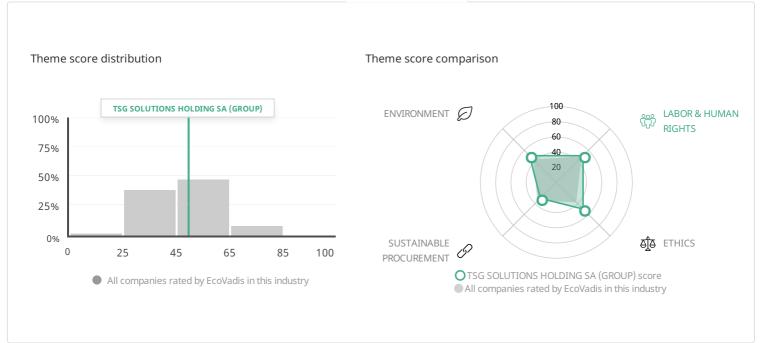












Labor & Human Rights: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Labor & Human Rights: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.





Labor & Human Rights

Weight • • •

Strengths (23)

Policies

Standard policy on a majority of labor or human rights issues

Information

A standard labor and human rights policy includes commitments and/or operational objectives on the main labor and human rights risks the company faces.

Guidance

A comprehensive labor and human rights policy includes commitments and/or operational objectives on the majority of labor and human rights risks the company faces, and integrates quantitative objectives (i.e. targets) on those risks. It is also mandatory for the policy to incorporate some of the following elements: scope of application, allocation of responsibilities, and/or a formal review process. Policies are deemed exceptional when all labor practice and human rights issues are covered by qualitative and quantitative objectives, in addition to all of the aforementioned elements. Download the How-to Guide on this topic here (in English).

Actions

Formalized procedure related to employee health & safety

Information

The company demonstrates that it has a procedure in place related to employee health & safety through supporting documentation.

Guidance

Procedural documents detail a company's control systems and/or processes, and assign responsibilities for tasks and actions. Procedures describe how policies that are implemented by the company will be put into action. They can be presented in form of checklists, instructions, flowcharts, etc. A typical procedure document should outline the issues at hand, employees or departments responsible for overseeing or implementing the procedure, and how the procedure is to be implemented (i.e. step-by-step). Examples of procedures related to employee health & safety could be: procedure for monitoring and reporting of accidents on-site, procedure on evacuation in case of emergency, procedure on limiting employee exposure to hazardous chemicals, etc.

Bonus scheme related to company performance

Information

The company has implemented a bonus program that is related to company performance.

Guidance

It should be part of a robust employee contract to include a bonus scheme, but one that takes into account employee performance and company performance. The company has thus implemented a scheme of monetary remuneration for employees beyond base salary, linked to company performance. This is a form of motivation and it boosts the performance of employees.

Flexible organization of work available to employees (e.g. remote work, flexitime)

Information

The company has official measures to promote work-life balance in place, which have been found within the supporting documentation. The company provides flexible hours and organization for employees to work.

Guidance

The company has implemented working practices that acknowledge and aim to support the needs of staff in achieving a balance between their home and working lives. The company has supporting documentation showing a flexible organization of working hours is provided for employees, which can include evidence of options for part-time work, telecommuting or remote work, jobshares, and other forms of variable work schedules.



Health care coverage of employees in place

Whistleblower procedure on discrimination and harassment

Information

The company has implemented a formal whistleblower procedure which encourages employees (and external stakeholders) to report potential violations of the company's discrimination and/or harassment policies.

Guidance

Employees can report on areas such as violations of the company's discrimination and/or harassment policy (e.g. on hiring, remuneration, training, promotion) through anonymous and secure communication channels. In addition, non-retaliation is ensured.

Training on health and safety issues for subcontractors working on the company premises

Information

The company trains its subcontractors on health and safety issues on the company premises.

Guidance

The company has implemented training on health and safety issues for its subcontractors. Safety training aims at implementing health and safety procedures into specific job practices and at raising awareness and skills to an acceptable standard. For example, safety training covers topics such as accident prevention and safety promotion, safety compliance, use of personal protective equipment, chemical and hazardous materials safety, and workplace emergency response procedures. A best practice is to have a training matrix which helps to keep track of which subcontractors have been trained, the date of the training, the training topic, and expected dates for refresher trainings. Monitoring of training attendance certificates is also suggested. It is also a best practice to have the training carried out in the language that the subcontractor understands best and to carry out tests or quizzes to ensure training concepts have been successfully transmitted to participants.

Active measures for the prevention of musculoskeletal disorders

Information

The company actively implements measures to prevent musculoskeletal disorders

Guidance

Musculoskeletal Disorders or MSDs are injuries and disorders that negatively affect the human body's movement or musculoskeletal system (i.e. muscles, tendons, ligaments, nerves, discs, blood vessels, etc.). Some examples of how employees can suffer from MSDs occur when they are involved in high task repetition, forceful exertions and repetitive or sustained unnatural postures. Examples of measures to reduce MSDs are to train employees on a workplace ergonomics processe and emphasizing early intervention (i.e. when risk factors are causing an employee to experience the early signs of MSDs, the company can remove the risk factors and help the employee return to 100% health with a proactive self-care program).

Employee representatives or employee representative body (e.g. works council)

Information

The company has implemented representation for employees in the form of elected employee representatives or a representative body.

Guidance

Social dialogue entails all types of negotiation, consultation or simply exchange of information between representatives of governments, employers and workers, on issues of common interest relating to economic and social policy. Employee representatives can include representatives who are freely elected by the workers of the company in accordance with provisions of national laws, or any union, works council or other agency or representative body recognized for the purposes of bargaining collectively on behalf of any employee. They are the point of contact between the workforce and management. They can/must be consulted by management on certain topics (e.g. collective redundancy).



Safety Checklist for Contractors certified (SCC certified)

Information

The company has provided a valid Safety Checklist Contractor certified (SCC certified) certificate for at least one of its operational sites or business units.

Guidance

The Safety Checklist for Contractors (SCC) is a standard for evaluating and certifying safety management systems. This certification shows that the subcontractor's internal processes have been measured against best practices in safety management of hazardous work and found compliant. The standard was originally developed for the oil industry, but is currently also used in other sectors. The benefits of a SCC system include expansion of the supplier assessment system by safety aspects, improvement of the health and safety conduct of large-scale industry contractors, higher motivation of the employees by means of clearer organization and responsibilities, improved legal safety through proof of fulfillment of legal requirements and reduction of costs through improved work safety.

Provision of protective equipment to all impacted employees

Information

The company provides personal protective equipment to all impacted employees

Guidance

Personal protective equipment, commonly referred to as "PPE", is equipment worn to minimize exposure to a variety of health and safety hazards. Examples of PPE include items such as gloves, foot and eye protection, protective hearing devices (earplugs, muffs) hard hats, respirators and full body suits. (Source: Occupational Safety and Health Administration (OSHA)) When engineering, work practice and administrative controls are not feasible or do not provide sufficient protection, employers must provide personal protective equipment (PPE) to their employees and ensure their systematic use. In general, employees should properly wear PPE, attend training sessions on PPE, care for, clean and maintain PPE, and inform a supervisor of the need to repair or replace PPE.

Employee health & safety detailed risk assessment

Information

The company carries out employee health & safety detailed risk assessments

Guidance

The company has carried out detailed risk assessment of health and safety. Occupational health and safety risk assessments are a crucial step in the prevention process. They involve the identification of all the potential hazards an employee may face while carrying out regular duties and which type of employees may be more exposed to hazards (by job function). The level of risk, records of significant findings and proposition of preventive actions are also highlighted, in addition to plans for regular review of the risk assessment. If applicable, the results of a health and safety risk assessment should be made available to relevant stakeholders such as employees, members of the health and safety committee , staff representatives, the occupational physicians, and labor inspectors.

Regular assessment (at least once a year) of individual performance

Information

The company carries out regular assessments or appraisal of individual performance at least on a yearly basis for employees

Guidance

The company has implemented regular assessment of employee performance. Regular assessments of employees aim to evaluate employee individual performance and productivity, combining both written and oral elements, and are based on a systematic and periodic process linked with a pre-established criteria and organizational objectives. The best practice concerning this criteria is to have a review with the employee at least annually, and to include employee self-assessments aimed at maintaining employee engagement in their own performance and overall organizational objectives. Setting and measuring goals related to the employee's career objectives, as well as including manager and peer feedback on the employee's performance are all important components in this regular assessment process.



Health & safety procedures translated in major languages spoken by employees

Information

The company has provided supporting documentation demonstrating that it provides health & safety procedures translated in major languages.

Guidance

To ensure that the company has a rigorous health and safety management system in place, employees need to be trained on health and safety procedures. Language can be a barrier to achieving total comprehension of the issues if the employees are non-English speakers, depending on where the company is operating. To address this issue of inadequate communication, health & safety procedures can be translated in languages which are completely understood by the employees, especially in the case of migrant workers.

Active preventive measures for stress

Information

The company has preventive measures in place against stress

Guidance

The company has implemented measure to alleviate the stress level of employees. The definition of stress used by Health and Safety Executive (HSE), namely "the adverse reaction people have to excessive pressures or other types of demand placed on them." Work-related stress can be caused by poor work design (for example, lack of control over work processes), poor management, unsatisfactory working conditions, and a lack of support from colleagues and supervisors. Some examples of measures to reduce stress include: provision of appropriate employee support services, conducting stress risk assessments, ensuring that employees are appropriately trained to fulfill their roles, monitoring working hours and overtime, ensuring that employees take their full holiday entitlement, and offering appropriate support to employees who are experiencing stress outside of work.

ISO 45001/OHSAS 18001 certified (at least one operational site)

Information

The company has provided a valid ISO 45001 certificate that covers at least one but not all of its operations.

Guidance

ISO 45001 is an international standard for occupational health and safety management systems. It addresses employee health and safety issues and involves an external audit on the facilities' health & safety conditions. Organizations that implement ISO 45001 have a clear management structure with defined authority and responsibility, clear objectives for improvement, with measurable results and a structured approach to risk assessment. This includes the monitoring of health and safety management failures, auditing of performance and review of policies and objectives.

Joint labor management health & safety committee in operation

Information

The company has a joint labor management health & safety committee in place

Guidance

It is important to have a committee in place composed of both workforce and management personnel dedicated to address the health and safety risks faced by employees (Source: International Labor Organization (ILO), 1929). These committees identify potential health and safety issues and offer timely and effective solutions to continuously improve workplace safety. Regular (monthly) inspections are recommended. For French companies, it is commonly known as the "Comité d'hygiène, de sécurité et des conditions de travail (CHSCT)" and it is mandatory for companies with more than 50 employees.



MASE UTC certified

Information

The company has provided a valid MASE-UIC certificate for at least one of its operational sites.

Guidance

The company has implemented the MASE standard and is certified on at least one of this sites. MASE stands for Manuel d'Amélioration Sécurité Entreprise (Manual for Security Improvement of Companies) and UIC refers to 'Union des Industries Chimiques' (chemical sector). MASE is a French initiative, whose aim is to improve industrial safety for employees. The MASE-UIC is a health, safety and environmental management system certification.

Setting of individual career plan for all employees

Information

The company has implemented mechanisms to help employees in setting individual career plans

Guidance

Career planning is an ongoing process that can help employees manage their learning and development/progress within the company. It is also a key component of a company's attraction and retention strategy. The company has mechanisms in place to provide career opportunities to employees, allowing them to access to promotions and higher pay. For example, an individual development plan can be put in place by analyzing skills and competencies needed by the employees to achieve their short, mid and long term goals. This process should also be coupled with the annual review process of the employee.

Training of relevant employees on health & safety risks and best working practices

Information

The company provides training to relevant employees on health and safety risks and best working practices

Guidance

The company has implemented training on health and safety issues. Safety training aims at implementing health and safety procedures into specific job practices and at raising staff awareness and skills to an acceptable standard. For example, safety training covers topics such as accident prevention and safety promotion, safety compliance, use of personal protective equipment, chemical and hazardous materials safety, and workplace emergency response procedures. A best practice is to have a training matrix which helps to keep track of which employees have been trained, the date of the training, the training topic, and expected dates for refresher trainings. Monitoring of training attendance certificates is also suggested. It is also a best practice to have the training carried out in the language that the employees understand best and to carry out tests or quizzes to ensure training concepts have been successfully transmitted to participants.

Results

Materiality analysis in sustainability reporting



Reporting on accident severity rate

Information

The company reports, either through formal documentation or questionnaire declaration, on the accident severity rate among its employees for the last reporting year.

Guidance

The accident severity rate (or Lost Time Injury Severity Rate) measures the time lost due to occupational injuries in relation to the total amount of time worked. It indicates how severe the accidents were and how long the injured employees were out of work as a result of disabling injuries. The calculation method varies from country to country; for instance in the way lost time injury events are determined or what baseline is used to calculate the rate. In the UK it is calculated as follows: [(number of days lost due to injuries) \times 200,000/total hours worked], whereas in France it is: [(number of days lost due to injuries) \times 1000/total hours worked)]. In India, the rate is calculated as [(number of days lost due to injuries) \times 1,000,000/total hours worked)]. Download the How-to Guide on this topic here (in English).

Reporting on accident frequency rate

Information

The company reports, either through formal documentation or questionnaire declaration, on the accident frequency rate among its employees for the last reporting year.

Guidance

The accident frequency rate (or the lost time injury frequency rate) measures the number of lost time injuries in relation to the total number of hours worked by employees. It indicates the extent to which injury accidents are repeated over time and their number of occurrence. The calculation method varies from country to country, depending for instance on the way lost time injury events are determined or the baseline used to calculate the rate. In the UK it is calculated as follows: [(total number of lost time injury events) x 100,000/total hours worked], whereas in USA it is: [(total number of lost time injury events) x 200,000/total hours worked)]. In France or Japan, the rate is calculated as [(total number of lost time injury events) x 1,000,000/total hours worked)] Download the How-to Guide on this topic here (in English).

Improvement Areas (9)

Policies



Declares endorsing the United Nations Global Compact (UNGC), but not verified or no supporting documentation provided

Information

The company declares being a Global Compact signatory, but there is no evidence within the company supporting documentation nor evidence of participation on the Global Compact website.

Guidance

The United Nations Global Compact (UNGC) is a voluntary initiative that encourages businesses worldwide to adopt sustainable and socially responsible policies, and to report on them. Global Compact participants commit to respecting 10 principles on human rights, labor rights, the environment and anticorruption. The initiative has a mandatory disclosure framework, which obliges business participants to annually report on their progress against the 10 principles in a Communication on Progress (COP). Companies that do not comply with this reporting requirement are removed (or "delisted") from the list of participants after two years.





Inconclusive documentation or only basic policy on some relevant issues [i.e. career management & training]

Information

The company has either provided no supporting documentation provided on policies, or provided only basic policy statements that do not cover all the major labor & human rights issues confronted by the company, or has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

A standard labor and human rights policy includes commitments and/or operational objectives on the main labor and human rights risks the company faces. It is communicated to internal and external stakeholders through a formal dedicated document. A standard labor and human rights policy contains qualitative objectives/commitments specific to those issues. The policy should also incorporate some of the following elements: scope of application, allocation of responsibilities, quantitative objectives, and review mechanisms. Download the How-to Guide on this topic here (in English).



No quantitative target on labor and human rights issues

Information

Company policy does not contain quantitative targets on labor and human rights issues.

Guidance

Quantitative objectives or targets on labor and human rights issues are considered as fundamental elements of comprehensive policy mechanism. They provide a monitoring framework that helps establish whether policy objectives are being met, and highlight the progress towards set goals. Some examples of specific targets on this topic include quantitative objectives on health & safety indicators (i.e. accident frequency and accident severity rates), quantitative objectives on percentage of employees trained on discrimination and quantitative objectives on number of employees covered by social benefits. As policy elements, targets can be expressed in absolute or relative terms and must have a valid future deadline (i.e. by 2020 we commit to train 100% of employees on discrimination). Download the How-to Guide on this topic here (in English).

Actions



Only 21-40% of operational facilities ISO 45001/OHSAS 18001 certified

Information

The assessed company has several operational sites. 21-40% of operational facilities are ISO 45001 certified.

Guidance

Publicly available information or supporting documents only show a 21-40% coverage of operational facilities certified with ISO 45001. Companies that have more than one operational site, office or subsidiary must demonstrate that ISO 45001 are deployed across all sites, to guarantee an effective company-wide CSR management system.



Results

High

Basic reporting on labor and human rights issues

Information

There is some evidence of formal reporting on labor practices or human rights issues in the supporting documentation. It may include key performance indicators (KPIs), or statistical figures. However reporting elements may be limited in terms of quality or quantity, may not cover the main issues, or reporting is not regularly updated.

Guidance

Based on the information provided for the assessment, reporting does not cover a major portion of relevant issues. To improve the quality of reporting, KPIs could include injury rates, number of employees covered by social benefits, number of employees trained on discrimination, or the % of employees covered by collective bargaining agreements just to name a few. For more information on examples of specific labor and human rights related KPIs, please refer to the Global Reporting Initiative. Download the How-to Guide on this topic here (in English).

Medium

No alignment with a widely recognized reporting standard (e.g. GRI, SASB)

Low

No external assurance of sustainability reporting

Low

No information related to reporting on average training hours per employee

Low

Declares reporting on percentage of women in top executive positions, but no supporting documentation available

8. ETHICS

This theme focuses primarily on corruption and bribery issues, and also takes into account anticompetitive practices and responsible information management.

Ethics Score Breakdown

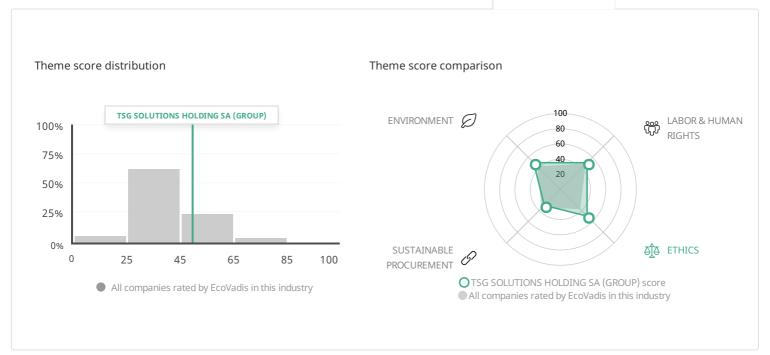












Ethics: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Ethics: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.



Ethics

Weight • • •

Strengths (11)

Policies

Disciplinary sanctions to deal with policy violations

Information

There is evidence within the supporting documentation provided that the company has implemented structured mechanisms to deal with policy violations such as disciplinary actions.

Guidance

In order to ensure the adequate implementation of business ethcis policies, companies should establish procedures to administer investigations and sanction employees for eventual violations (i.e. disciplinary measures up to and including possible termination).

Employee signature acknowledgement of ethics policies

Information

There is evidence within the supporting documentation provided by the company that it is mandatory for employees to sign their acknowledgement of the company's business ethics policies.

Guidance

Business ethics policies such as Code of Ethics/Code of Conduct should include a section requiring employees to sign (to ensure that all employees are aware of the policy).

Exceptional policy on ethics issues

Information

The company has issued a formal exceptional policy that integrates commitments, qualitative and quantitative objectives on business ethics issues.

Guidance

Policies are deemed exceptional when all business ethics issues are covered by qualitative and quantitative objectives. Additionally, an exceptional policy has exhaustive organizational elements such as the allocation of responsibilities, structured mechanisms to deal with policy violations, a formal review process, and communication of the policy to all employees and business partners, etc.

Dedicated responsibility for ethics issues

Actions

Ethics due diligence program on third parties in place

Information

The company has implemented systematic compliance and due-diligence measures when dealing with third-party intermediaries (i.e. commission agents, brokers, sales representatives, distributors, contractors, customs brokers, consultants) acting on its behalf.

Guidance

Provisions in key international laws hold companies liable for business ethics related misconduct committed in the context of their relationships with third parties (i.e. their agents, consultants, suppliers, distributors, joint-venture partners, or any individual or entity that has some form of business relationship with the organization). Given the risk exposures caused by third-parties, it is important that companies have adequate due diligence procedures in place. Due diligence is the process of gathering independent information to gain an understanding of the risks associated with a third party and visibility of its compliance management systems which address these risks. It can involve background checks and screenings of third party by means of sanction lists, tracking adverse media reports and identifying links to politically exposed persons, assessments of third parties on their own ethics & compliance programs and risk controls. Companies should provide documentation of their procedures that demonstrate how these due diligence efforts are undertaken.



Whistleblower procedure to report ethics issues

Information

The company has implemented a formal whistleblower procedure which encourages employees (and external stakeholders) to report potential violations of the company's business ethics policies.

Guidance

A whistleblower procedure is a grievance mechanism for stakeholders to report any wrongdoings, concerns or breaches of the company business ethics policies. An effective whistleblower procedure must provide stakeholders with an identified communication channel to report their concerns, as well as protect the whistleblowers' confidentiality and rights to non-retaliation. The procedure may also be handled by a third party.

Audits of control procedures to prevent information security breaches

Information

The company's information security policies and compliance mechanisms are regularly audited.

Guidance

Internal controls (for examples four-eyes principle, job rotations, among others) are necessary to regularly monitor the effectiveness and proper implementation of actions put in place to support the responsible information management policies. Periodic audits of those controls, done either through an external third party that performs business ethics audits or an internal audit team, are carried out to ensure their effectiveness and provide reasonable assurance that internal processes are being adhered to.

Corruption risk assessments performed

Information

The company carries out periodic corruption & bribery risk assessments.

Guidance

Risk assessment are a formal process of evaluating and predicting the consequences (positive or negative) of a hazard and their likelihoods/probabilities. Periodic corruption and bribery risk assessments allow a company to identify potential bribery and corruption risks, rate the likely occurrence and the potential impact of the risks, select the appropriate anti-corruption controls, and develop an action plan. Such assessments ensure the presence of a strong compliance program and help to develop a more robust approach to counter bribery and corruption activities by the organization.

Measures to protect third party data from unauthorized access or disclosure

Information

The company has implemented measures to protect customer or client data from unauthorized access or disclosure.

Guidance

The company has taken measures to limit access to customer or client data within its own operation, or have implemented measures to secure its information system including such data so as to protect the data from unauthorized access or disclosure.

Awareness training performed to prevent corruption

Information

The company has implemented awareness or training program on anticorruption and bribery issues for its employees.

Guidance

According to the ISO 26000 guideline, ""Corruption can be defined as the abuse of entrusted power for private gain"". There are all forms of public and proprietary corruption in the workplace, including among other things extortion, bribery, conflict of interest, fraud, money laundering. Since corruption undermines a company's effectiveness and ethical reputation, awareness or trainings on anti-corruption & bribery issues are regularly conducted to ensure that employees are familiar with the company's policy and procedures. They may be conducted either online or in person, and should include regular testing to ensure the training effectiveness.



Results

Materiality analysis in sustainability reporting

Improvement Areas (7)

Policies



Declares endorsing the United Nations Global Compact (UNGC), but not verified or no supporting documentation provided

Information

The company declares being a Global Compact signatory, but there is no evidence within the company supporting documentation nor evidence of participation on the Global Compact website.

Guidance

The United Nations Global Compact (UNGC) is a voluntary initiative that encourages businesses worldwide to adopt sustainable and socially responsible policies, and to report on them. Global Compact participants commit to respecting 10 principles on human rights, labor rights, the environment and anticorruption. The initiative has a mandatory disclosure framework, which obliges business participants to annually report on their progress against the 10 principles in a Communication on Progress (COP). Companies that do not comply with this reporting requirement are removed (or "delisted") from the list of participants after two years.

Actions



No supporting documentation on the coverage of ethics actions throughout the company operations

Information

There is insufficient or inconclusive evidence within supporting documentation on the level of deployment of business ethics actions throughout the company.

Guidance

Companies with more than 1000 employees and/or more than one operational site (such as manufacturing plants, offices, divisions, branches) have inherently greater potential CSR risks and impacts. Therefore, the coverage/ deployment of actions and certifications are important as a higher level of deployment provides higher assurance of an effective, company-wide CSR management system. Some examples of proxies used to determine the level of deployment of actions within the ethics theme (non-exhaustive) are % of the total workforce who received training on business ethics issues, % of all operational sites with an information security management system (ISMS) certified to ISO 27000 (or other equivalent/similar standard), % of all operational sites with certified anticorruption management system etc.

Low

No supporting documentation regarding audits of control procedures to prevent corruption

Information

No company declaration and no supporting documentation evidence provided on audits of internal controls relating to anti-corruption issues within the company's own operations.

Guidance

Internal controls (for example four-eyes principle, job rotations, among others) are necessary to regularly monitor the effectiveness and proper implementation of actions put in place to support anti-corruption & bribery policies. Periodic audits of those controls, done either through an external third party that performs business ethics audits or an internal audit team, are carried out to ensure their effectiveness and provide reasonable assurance that internal processes are being adhered to.





No supporting documentation regarding approval procedure for sensitive transactions (e.g. gifts, entertainment)

Information

No company declaration and no evidence within the supporting documentation regarding the implementation of a verification process for sensitive transactions.

Guidance

Sensitive transactions are a broad range of business dealings which involve higher ethics-related risks. Some examples include (non-exhaustive) gifts, travel arrangements and other types of hospitality, which are common in the business world, but may in fact constitute unethical or even illegal kickbacks, bribes or payoffs to influence decision affecting a company's operations, etc. Such transactions also comprise facilitation payments which are usually made with the intention of expediting an administrative process and may be considered as a form of corruption. As such, a verification procedure should be put in place to review and approve any sensitive transactions made by the company.

Results



Declares reporting on ethics issues, but no supporting documentation available

Information

The company declares it provides reporting regarding the management and the mitigation of fair business practices risks, but there is no information within the supporting documentation on key performance indicators (KPIs) or statistical figures.

Guidance

In order to measure and monitor the effectiveness of its CSR management system internally, and in order to report performance to stakeholders, a company should report on CSR-related Key Performance Indicators (KPIs). In the EcoVadis assessment, the Reporting indicator looks at the quality, transparency and level of reporting readily available to stakeholders. The KPIs provided should be recent (i.e. within the last 2 reporting periods) and should be for the scope under evaluation. KPIs can be sector-specific and include for instance: the % of employees trained on business ethics issues, the number of breaches of the Code of Ethics, number of incidents reported through the whistleblowing procedure, etc. Download the How-to Guide on this topic here (in English).

Medium

No alignment with a widely recognized reporting standard (e.g. GRI, SASB)

Low

No external assurance of sustainability reporting

9. SUSTAINABLE PROCUREMENT

This theme focuses on both social and environmental issues within the company supply chain.

Sustainable Procurement Score Breakdown

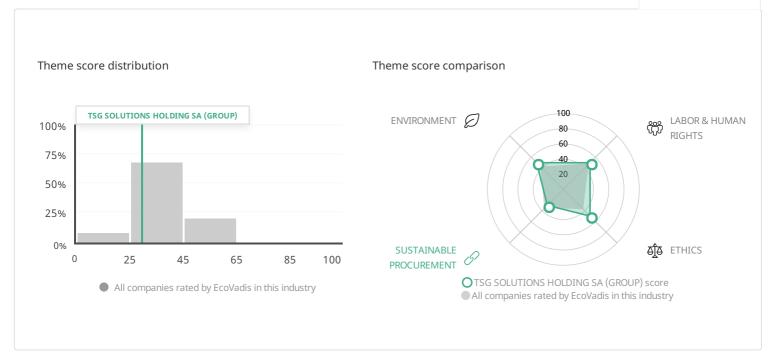












Sustainable Procurement: Activated Criteria

Because the questionnaire is customized by industry, size and location, not all 21 criteria are activated for every company and some criteria are weighted more heavily than others.

Sustainable Procurement: Strengths & Improvement Areas

The Corrective Action Plan is a collaborative feature designed to support companies' performance improvement. It enables companies to build an improvement plan online, communicate planned and completed corrective actions and share feedback. Improvement areas with ongoing corrective actions are marked with labels below.





Sustainable Procurement

Weight • • • •

Strengths (5)

Policies

Sustainable procurement policies on supplier environmental practices

Information

The company has formalized statements, commitments, and operational objectives on the management of its sustainable procurement policies, focusing on some material issues. The existing policy covers environmental issues in the company's supply chain.

Guidance

A standard sustainable procurement policy also covers social issues in addition to environmental issues in the supply chain. It also includes commitments and/or operational objectives designed to improve performance or mitigate risk. The policy is communicated to internal and external stakeholders through a formal dedicated document. Download the How-to Guide on this topic here (in English).

Actions

Supplier CSR code of conduct in place

Information

The company has issued a specific Supplier Code of Conduct which lists the minimum requirements on environmental, labor and business ethics issues to be followed by its suppliers or subcontractors.

Guidance

A supplier Code of Conduct aims to ensure that suppliers provide safe working conditions for their employees, respect fair business ethics practices to comply with rules and regulations and reduce environmental impacts caused by their operations, among other issues. Typically, suppliers are required to uphold the standards in a Code of Conduct in order to continue in a business relationship with their client (i.e. the company undergoing the EcoVadis evaluation).

Regular supplier assessment (e.g. questionnaire) on environmental or social practices

Information

The company provides evidence in supporting documentation of supplier assessments (in-house, 3rd party, or self-assessments) on environmental (including regulatory issues), social and/or ethical issues.

Guidance

Supplier CSR assessments are an effective way to obtain and validate pertinent information from suppliers on CSR issues to facilitate a better understanding of supplier performance. These are often requested by the company undergoing the EcoVadis evaluation to their own suppliers. CSR supplier assessments can be done through checklists, questionnaires or online forms and can be conducted by the client (undergoing the EcoVadis evaluation), a reliable third party or by the supplier itself. The objectives of such assessments are to identify general and sustainability-related practices as well to help identify high-risk suppliers and the need for further risk mitigation actions.

Integration of social or environmental clauses into supplier contracts

Information

The company provides evidence in supporting documentation that social and/or environmental clauses are included in the contractual agreements with its suppliers.

Guidance

Provisions/clauses in business contracts that cover social & environmental issues which are not directly connected to the subject matter of the specific contract. It's a measure defining the behaviour/setting the expectations and for engaging with suppliers on sustainability. Commercial legal contract between the company and its supplier, usually mention termination of contract when expectations concerning CSR issues are not met.

Results

Materiality analysis in sustainability reporting

Improvement Areas (8)



Policies



Inconclusive documentation or only basic policy on supplier social practices

Information

The company has either no supporting documentation on social issues in the supply chain, or has only provided evidence of basic policy statements that lack clear commitment to performance improvement, or has provided supporting evidence that was not approved due to quality/acceptance requirements. e.g. company name, recent date (8 years).

Guidance

A standard sustainable procurement policy on social issues on the supply chain includes commitments and/or operational objectives designed to improve performance or mitigate risk. It is communicated to internal and external stakeholders through a formal dedicated document. Download the How-to Guide on this topic here (in English).

Actions



Declares conducting CSR risk analysis (i.e. prior to supplier assessments or audits), but no supporting documentation available

Information

The company declares carrying out an in-depth screening of its spend categories to map potential CSR risk but there is no evidence within the supporting documentation provided by the company.

Guidance

CSR risk mapping allows companies to identify, prevent and reduce social and environmental risks in the supply chain. The company can conduct a CSR risk mapping of its suppliers based on criteria such as procurement category, geographical presence of suppliers and total spend. CSR risk mapping is done before deciding to carry out assessments or audits in order to select which suppliers should receive assessments or audits.



No supporting documentation on the coverage of sustainable procurement actions throughout the company supplier base/operations

Information

There is insufficient or inconclusive evidence within supporting documentation on the level of deployment of sustainable procurement actions throughout the company.

Guidance

Companies shall demonstrate that their sustainable procurement management system is deployed across its buyers and supplier base. The buyers within the assessment scope may include those associated to operational sites including facilities such as manufacturing plants, offices, divisions, branches, and those of subsidiaries, across all the company's geographic locations. The supplier base may include all providers of products and services to the assessment scope, encompassing any level of risk and/or spend. Some examples of evidence used to determine effective deployment of a sustainable procurement management system's actions and certifications include (but are not limited to): - % of targeted suppliers who have signed the supplier code of conduct - % of targeted contracts that include clauses on environmental, labor, human rights, and ethics requirements - % of all buyers across all locations who received training on sustainable procurement - % of targeted suppliers who have gone through a CSR assessment



Declares on-site audit of suppliers on environmental or social issues, but no supporting documentation available

Information

The company declares audits of suppliers are conducted based specifically on environmental and/or social criteria. However, no information was found on this topic in the supporting documentation.

Guidance

Some potential examples of measures could include internal audits of suppliers on environmental and/or social issues either conducted by the company, or by a certified third-party (i.e. third-party audit certificates are accepted).





Declares capacity building of suppliers on CSR issues, but no supporting documentation available

Information

The company declares it has implemented supplier capacity building measures concerning environmental and/or social issues, but no information was found on this topic within the supporting documentation.

Guidance

Capacity building measures include any proactive support by the company directed towards its suppliers with the aim to enhance their ability to identify and manage environmental, social and ethical issues. Such support includes supplier training, participation in supplier meetings or forums, development of close collaborations with suppliers on CSR topics, provision of generic tools to address concerns, and continuous improvement feedback on CSR performance (e.g. Corrective Action Plan [EcoVadis CAP tool]).

Results



Declares reporting on sustainable procurement, but no supporting documentation available

Information

The company declares it provides reporting regarding the integration of environmental and/or social factors within its supply chain, but there is no information within the supporting documentation on key performance indicators (KPIs) or statistical figures.

Guidance

In order to measure and monitor the effectiveness of its CSR management system internally, and in order to report performance to stakeholders, a company should report on CSR-related Key Performance Indicators (KPIs). In the EcoVadis assessment, the Reporting indicator looks at the quality, transparency and level of reporting readily available to stakeholders. The KPIs provided should be recent (i.e. within the last 2 reporting periods) and should be for the scope under evaluation. KPIs can be sector-specific and include for instance: the % of suppliers assessed or audited on CSR issues, % of buyers trained on sustainable procurement, % of raw materials purchased that are recycled materials, and % of products purchased with an ecolabel, etc. Download the How-to Guide on this topic here (in English).

Medium

No alignment with a widely recognized reporting standard (e.g. GRI, SASB)

Low

No external assurance of sustainability reporting

10. 360° WATCH FINDINGS

5 January 2021

No records found for this company on

Compliance Database

null

→ No score impact

360° Watch Findings comprise relevant public information about companies' sustainability practices that have been identified via more than 2,500 data sources (including NGOs, press and trade unions). 360° Watch Findings are incorporated into the EcoVadis assessment and can have positive, negative or no score impact.

EcoVadis is connected to the following international sources:

- Sustainability networks and initiatives (e.g. AccountAbility, Business for Social Responsability, CSR Europe)
- Trade unions and employers' organizations
- International organization (e.g. United Nations, European Court of Human Rights, Global Compact, International Labor Organization, World Bank)
- NGOs (e.g. China Labor Watch, Greenpeace, WWF, Movimento Difesa del Cittadino)
- Research institutes and specialized press (e.g. CSR Asia, Blacksmith Institute, Corpwatch)

11. SPECIFIC COMMENTS

Additional comments from our analysts pertaining to the assessment.

Specific comments

No records found in third party risk and compliance database.

The implementation coverage of sustainability measures and actions throughout the company is unclear.

Despite the company implementing measures regarding sustainable procurement issues, policies are not formalized or are only basic.

12. CONTACT US

Any questions or need help? Visit our Help Center at support.ecovadis.com

APPENDIX:

INDUSTRY RISK PROFILE

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.

EcoVadis determines industry based on the International Standard Industrial Classification of All Economic Activities (ISIC), which is a compilation of all global economic activities published by the United Nations Statistical Commission. Its main purpose is to provide a set of activity categories that can be utilized for the collection and reporting of statistics according to such activities.

It is possible that a company has operations in more than one industry. In these cases, EcoVadis classifies companies based on their main area of operation, as determined by sustainability risk and/or total revenue.



CRITERIA ACTIVATION BY THEME:

Discover the primary sustainability risks, regulations, hot topics and best practices related to specific industries.



Medium Energy consumption & GHGs

Non-activated Water

Non-activated Biodiversity

Non-activated Local & Accidental Pollution

High Materials, Chemicals & Waste

Non-activated Product Use

Non-activated Product End-of-Life

Non-activated Customer Health & Safety

Non-activated Environmental Services & Advocacy

Labor & Human Rights



High Employee Health & Safety

Medium Working Conditions

Medium Social Dialogue

Medium Career Management & Training

Non-activated Child Labor, Forced Labor & Human Trafficking

Medium Diversity, Discrimination & Harassment

Non-activated External Stakeholder Human Rights

Ethics and

Medium Corruption



Non-activated Anticompetitive Practices

Medium Responsible Information Management

Sustainable Procurement



Medium Supplier Environmental Practices

Medium Supplier Social Practices

KEY SUSTAINABILITY ISSUES

Find qualitative explanations of the key sustainability issues and risk associated with Repair and installation of machinery and equipment



Definition

Energy consumption (e.g. electricity, fuel, renewable energies) used during operations and transport. Greenhouse gases direct and indirect emissions including CO2, CH4, N2O, HFC, PFC and SF6. Also includes production of renewable energy by the company.

Industry issues

The repair and installation of machinery and equipment is not a sector of especially energy-intensive activities, but a substantial amount of electric energy is needed, and there are considerable CO2 emissions that come from the installation, maintenance, and repair of certain equipment and systems. Electricity is the most prominent form of energy use in this sector, which also plays a role in the life cycle of these systems. For example, installation and repair companies use a lot of energy just for transporting their equipment to various locations. Companies are now realizing the energetic costs of transportation, and are continuing to improve their transportation methods with techniques such as optimizing space utilization, reducing the amount of air freight, and increasing use of railway transportation. Companies can apply the concept of 'green maintenance' in order to reduce energy consumption and GHG emissions. The idea is to realize a high longevity of the subject of repair or installation, including lesser repeated interventions and hence lesser environmental impacts during the life span of the subject. The so-called Environmental Maintenance Impact (EMI) can help to detect the embodied carbon of all maintenance activities of a subject (1). Another effective starting point is to monitor energy usage, by energy type, and to calculate GHG emissions on an ongoing basis. This enables targets to be set and guides subsequent action (2). Certifications can act as guiding principles for successful energy management systems. ISO 50001:2011 is a world-renowned Energy Management System that is suitable for any organization irrespective of size, sector, or geographical location (3). Also, renewable energy sources contribute to the reduction of GHG emissions. For repair and installation services, electric vehicles or vehicles with low emissions can be contributing factor. Finally, companies in this sector should consider publicly reporting their energy use and greenhouse gas emission KPIs (2). This level of transparency in regards to environment data is becoming the norm across manufacturing industries. Annual reporting builds trust with stakeholders and gives the company a sense of accomplishment and direction on climate change and energy efficiency.





Materials, Chemicals & Waste

Definition

Consumption of all types of raw materials and chemicals. Non-hazardous and hazardous waste generated from operations. Also includes air emissions other than GHG (e.g. SOx, NOx).

Industry issues

When installing and exchanging components during a repair or installation process, the use of the corresponding material is crucial for the life span of the subject. Next to the quality of repair or installation, the used material's degree of exposure and corresponding durability is an influencing factor. For example using cheaper but less durable materials may result in more frequent maintenance and material exchange and hence consumption (1). During the processes of repairing and installing machinery equipment, a significant amount of waste is generated. The industry has a high resource intensity, in terms of hazardous chemicals and materials used. Many different hazardous or toxic substances end up in the air, water, and surrounding physical environment. Some examples of these substances include Xylenes, nbutyl alcohol, and toluene. These organic compounds are typically found in solvents that are used extensively by this industry in thinning paints, and for cleaning and degreasing metal parts and equipment (4). Large quantities of volatile organic compounds (VOCs) are usually sent off-site for energy recovery with the remainder primarily going to offsite recycling and treatment. The mismanagement of hazardous waste can often lead to serious waste treatment problems. Many companies depend on contracted waste management companies to handle organic chemical toxic waste. However, the best way to reduce potential pollution is to minimize the waste produced in the first place. Some companies have creatively implemented pollution prevention techniques that improve efficiency and increase profits while at the same time minimizing environmental impacts. This can be done in many ways, including reducing material inputs, re-engineering processes to reuse by-products, improving management practices, and employing substitution of toxic chemicals. Some smaller facilities are able to actually fall below regulatory thresholds just by reducing the release of pollutants through aggressive pollution prevention policies.





Labor & Human Rights

Importance

Sustainability issue



Employee Health & Safety

Definition

Deals with health and safety issues encountered by employees at work i.e. during operations and transport. Includes both physiological and psychological issues arising from, among others, dangerous equipment, work practices and hazardous substance.

Industry issues

There are several major occupational hazards in this labor intensive sector, including exposure to heavy metals and hazardous chemicals, and ergonomic problems from long working hours. Insufficient ventilation, inadequate protection gear and the lack of relevant information on the dangers of chemicals contribute to accidents and illness within this kind of working environment. Temporary workers, which this sector tends to use frequently, also often report that they receive inadequate training on occupational safety and health and unfamiliar with safety measures (5). To minimize occupational safety risks, manufacturers should first undertake a detailed risk assessment to understand the existing and potential risks in the working environment. Companies should adopt a health & safety management system that is customized to the manufacturing infrastructure and identify feasible safety goals. This can be done through safety training, distribution of protective equipment and safety manuals, and through implementing these safety measures to workers' daily routines and periodical monitoring to ensure a safe work environment. To further establish a solid health & safety management system, audits to obtain recognizable health & safety certifications such as OHSAS 18001/ ISO 45001 will demonstrate the company's commitment in workers' health & safety towards stakeholders.

Medium

Working Conditions

Definition

Deals with working hours, remunerations and social benefits granted to employees.

Industry issues

Human capital investment is increasingly important for companies seeking to develop a sustainable workforce while reducing hiring costs associated with high employee turnover. Employees should be adequately compensated through wages and other social benefits that reflect regional variations in living costs and state provided social protections. According to the 2017 International Trade Union Confederation Global Poll, nearly half of global respondents claim that their household incomes fail to accommodate cost of living. 84% of respondents believe that national minimum wages are insufficient to enable workers to lead a decent life (5). In the absence of public provision of social protection, including healthcare, family vacation and rest periods, workers are likely to change employers in order to obtain livable wages and adequate social protections. Companies that voluntarily develop human capital management systems position themselves to attract and retain the best talent, while preventing operational disruptions caused by worker strikes. In determining adequate wages companies operating in less developed countries where minimum wage laws are deemed inadequate, companies should default to wage standards established by ILO conventions. In addition to benchmarking with international standards, companies should also engage their workers through labor unions or employee representatives to determine workers' needs. In countries where unions and worker appointed representatives are illegal, it is key to leverage employee satisfaction surveys and other forms of worker voice tools to determine worker needs. When operating in countries where state provided social protections are minimal or absent, companies should provide employees with employer paid healthcare benefits and retirement pensions.





Social Dialogue

Definition

Deals with structured social dialogue i.e. social dialog deployed through recognized employee representatives and collective bargaining.

Industry issues

Social dialogue, as defined by the International Labour Organization, includes all types of negotiation, consultation or exchange of information between, or among, government representatives, employers and workers (6). Companies that promote social dialogue through unions and other forms of worker-selected representatives are in a better position to obtain better visibility of potential health and safety issues and worker grievances around wages, working conditions, career development. A vast majority of the International Trade Union Confederation's 2017 respondents disapprove of their working conditions, including wages, benefits and job security. As a result of the concerns by global workers, 91% of respondents are in support of laws that give workers the right to collective bargaining, while 85% want the right to unionize (6). When worker issues are not identified and remedied, companies and their supply chain partners risk business interruptions caused by worker strikes. While there is no "one size fits all" model of social dialogue that can be readily exported from one country to another due to cultural and political factors, adapting social dialogue to the national situation is key to ensuring local ownership of the worker engagement process. When companies engage in worker dialogue, they are in a better position to manage talent retention issues that potentially hinder long-term business sustainability. Given the importance of social dialogue in helping establish policies and procedures that promote both employer and employee interests, companies should work to promote collective bargaining, regardless of national laws that prohibit such activity. Collaboration with work councils, labor unions or worker representatives can be leveraged to address working conditions, remuneration, skills development and occupational health and safety needs. In countries where union membership is not permitted, or are insignificant due to low member rates, companies should establish alternative modes of social dialogue that promote worker interests.

Medium

Career Management & Training

Definition

Deals with main career stages i.e. recruitment, evaluation, training and management of layoffs.

Industry issues

In addition to fair pay, social benefits, and safe and stimulating working conditions, companies in the plastics production industry should include occupational skills development in their human capital management strategies. Occupational skills development, through formal training, developmental assignments, and feedback, provides mutual benefits for employees and employers. Manufacturers will benefit from a higher skilled workforce capable of meeting market demands, and workers will develop skills necessary for promotions and/or future employment opportunities in the sector. Workers are increasingly demanding occupational skills development in order to stay up-to-date on technological developments, ultimately ensuring they remain competitive on the job market. The reciprocal benefits ultimately reduce employee turnover costs, evidenced by one Harvard Business Review article (7) that finds that thriving workers are 32% more committed to their organization and 46% more satisfied with their jobs. To take advantage of the benefits provided by a skilled workforce, manufacturers should develop and implement occupational training and development programs. Ongoing employee evaluations accompanied by continuous feedback should be deployed to identify skills that enable employees to be placed in positions that allow for promotions. Lastly, companies should ensure that, when necessary, workers performing redundant tasks are helped to access other responsibilities through training. Occupational skills development programs can benefit companies across all functional areas and should therefore be embedded throughout all operations.





Diversity, Discrimination & Harassment

Definition

Deals with discrimination and harassment prevention at the workplace. Discrimination is defined as different treatment given to people in hiring, remuneration, training, promotion, termination; based on race, national origin, religion, disability, gender, sexual orientation, union membership, political affiliation or age. Harassment may include physical, psychological and verbal abuse in the work environment.

Industry issues

Developing a diverse workforce is not only a socially responsible business practice, it is also good for business. Diverse workforce unlocks business innovation and drives market growth due to the knowledge that workers from different gender, sexual orientation, race and ethnicity bring to their functions. More diverse companies are rather able to win top talent and improve customer orientation, employee satisfaction, and decision making, each of which lead to increasing financial returns. A 2015 report by McKinsey found that companies in the top quartile for racial and ethnic diversity are 35% more likely to have financial returns above their respective national industry medians, and companies in the top quartile for gender diversity are 15% more likely to have financial returns above their respective national industry medians. In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10% increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8% (8). Many of the world's biggest and most successful companies have advanced diversity strategies that include respect of LGBT. Nearly 90% of Fortune 500 companies prohibit discrimination based on sexual orientation and gender identity and almost 60% of them extend benefits to the same-sex partners of their employees (9). Given the higher returns associated with a diverse workforce, it is important that companies take steps to promote diversity in their operations. Companies must first create an environment that is welcoming of workers from all social backgrounds. Anti-discrimination and harassment policies should be framed to protect workers from all social backgrounds including, but not limited to, gender, race, ethnicity and national identity and increasingly important - sexual identity. While most countries have laws that prohibit discrimination, differences exist in the scope of groups protected and the level of enforcement—making it a strategic challenge for companies that operate in less progressive countries. When developing policies for operations in such locations, it is key for companies to be as inclusive as possible and to keep the business benefits in mind. In order to reinforce policies, diversity training should be provided to all employees, and anti-discrimination training should be required of all management levels—particularly human resources with decision making authority. Human resources personnel should perform frequent internal salary audits to determine where wage gaps exist between different social groups within the organization. Additional pro-diversity measures that reinforce non-discriminatory efforts include employee cultural and gender associations that enable social groups to share experiences related to professional integration and networking. Lastly, an effective whistleblowing procedure should be available to all employees to report concerns related to, or violations of, established anti-discrimination policy.





Importance

Sustainability issue



Corruption

Definition

Deals with all forms of corruption issues at work, including among other things extortion, bribery, conflict of interest, fraud, money laundering.

Industry issues

Corruption distorts fair markets and increases business costs. Global anti-corruption laws are becoming more stringent in their expectations that companies establishing effective controls to prevent all types of corruption. Business exposures to corruption vary depending on the nature, scope and location of a company's international activity. They can arise both when companies seek to sell their products and services directly to foreign governments and state-owned entities and in the form of bribe payments in return for favorable contracting decisions. Risks can also take other, less obvious forms, such as when companies face shakedowns from customs inspectors and tax assessors during efforts to import or export raw materials or finished products. Additionally, risks can surface when companies operate manufacturing facilities in foreign countries, which requires frequent interaction with hosts of foreign officials ranging from maintaining utility service to paying local taxes and securing police protection. To minimize corruption risks, companies should implement a risk-based due diligence procedure to identify opportunities or situations where corrupt transactions are possible. It is important that companies identify anti-corruption training needs in order to keep employees abreast on the regional or sector environment that exposes them to potential risks. Lastly, companies must document and maintain detailed records of all due diligence measures in order to minimize liability in the event that the company is implicated in corruption investigations involving internal employees or third-party relationships.





Responsible Information Management

Definition

Deals with third-party data protection and privacy which encompasses the protection of customer personal identification information (PII) and third party intellectual property rights.

Industry issues

Breaches of stakeholder data, including proprietary intellectual property, trade secrets and consumer PII expose companies to operational seizures, financial and reputational impacts caused by stakeholder lawsuits. According to PWC's 2016 Global State of Information Security Survey, the theft of hard intellectual property increased 56% in 2015 (14), indicating that cyber criminals have identified the value that successful attacks can yield. The financial impacts of information security breaches can be both immediate and drawn out over several years, due to possible litigation action by parties who lost confidentiality of their information entrusted to the breached company. It may also result in investor divestment, which ultimately could lead to lower share prices. Regulatory violations remain severe. The Ponemon Institute estimates the global average cost of a cyber-attack to be US\$4 million (15). Beyond direct regulatory and financial penalties, breaches in a company' information management system can cause long term distrust in the company's information security management. It is therefore vital to treat information security as a central business issue, rather than a mere Π problem. Appropriate risk mitigation actions include a thorough risk assessment of information security issues, adequate training of employees and regular audits of internal controls. Finally, implementing adequate incident response plans is crucial to prevent the spread of breaches to business partners and customers. The plan should appoint a cross-functional response team, establish clear roles and outline precise escalation procedures and communication protocols.





Sustainable Procurement

Importance

Sustainability issue



Supplier Environmental Practices

Definition

Deals with environmental issues within the supply chain i.e. environmental impacts generated from the suppliers and subcontractors own operations and products.

Industry issues

Repair and installation companies often have complex supply chains that may include suppliers with weak environmental standards. In this industry, the main sources of emissions are principally from purchases of raw materials (steel, plastic, metal) and equipment, logistics, and transportation. Further, unregulated extraction of raw materials has a great potential in releasing harmful substances into the soil, air and water. Also, irresponsible mining could damage the landscape of the mining area and result in death in flora and fauna as well as erosion of land and habitat. Companies have a responsibility to ensure that they are not sourcing goods or services from companies that might not be environmentally responsible. They must take responsibility for the product safety of the goods they sell. It is recommended that a company has a supply chain policy requiring all suppliers to meet internationally recognized environmental standards. Relationships with suppliers play a key role in successfully delivering quality products to customers. Companies should ensure the whole supply chains adheres to the ethical principles upheld by the company and that all compliance rules are met. Suppliers should consistently demonstrate responsible sustainable practices and have certifications in place such as RoHS or ISO 14001 certificates. Environmental issues in the supply chain of companies in the electronics sector can further be effectively addressed through a variety of due diligence management activities. This may start with developing a supplier code of conduct, contract clauses or a risk analysis of the supplier base. Once expectations with regard to environmental factors are set, further monitoring, evaluation or capacity building should follow, which may lead to long-term partnerships with suppliers to address major environmental concerns along the value chain.





Supplier Social Practices

Definition

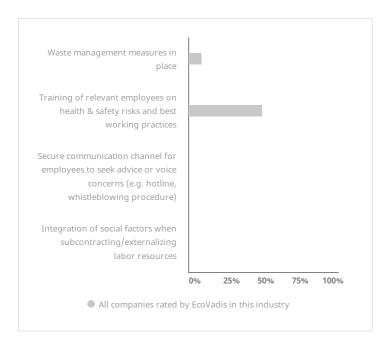
Deals with labor practices and human rights issues within the supply chain i.e. labor practices and human rights issues generated from the suppliers and subcontractors own operations or products.

Industry issues

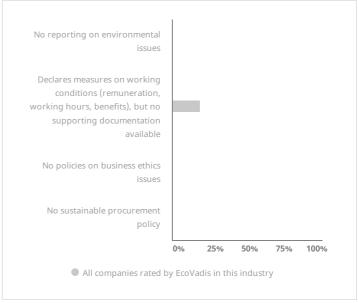
To prevent supply disruptions and potentially costly litigation, companies should work to embed their human rights and labor practices commitments throughout their supply chain in order to address operational impacts on stakeholders. Companies must ensure that subcontractors are covered by at least standard social measures, especially relating to health and safety conditions. Furthermore, conflict minerals is one of the most important, timely issues for the electronics sector; they are defined as natural resources whose systematic exploitation and trade in the context of conflict contribute to, benefit from, or result in the commission of serious violations of human rights, violations of international humanitarian law, or violations amounting to crimes under international law. Companies sourcing from these conflict zones, especially in African countries like the Congo, can face a number of specific human rights risks, as these minerals are known to directly or indirectly benefit armed groups in the covered countries. As defined by the US legislation, conflict minerals currently include the metals tantalum, tin, tungsten and gold, which are the derivatives of the minerals cassiterite, columbite-tantalite and wolframite, respectively. Downstream companies often refer to the derivatives of these minerals as 3TG (10). As a result of increasing importance on extended supply chain responsibility beyond the first or second tier suppliers, these companies are increasingly acknowledging that the mining phase is part of their supply chain (11). Governmental, industry-focused and social issue-focused groups such as the US Government Accountability Office, the Organization for Economic Cooperation and Development (OECD), the Responsible Minerals Initiative (RMI), and the Global e-Sustainability Initiative (GeSI) have been working to raise awareness and bring about change. On 21 July 2010, in response to these concerns, the United States Congress enacted legislation that requires certain public companies to provide disclosures about the use of specified conflict minerals emanating from the Democratic Republic of Congo (DRC) and nine adjoining countries (12). In 2017, the European Union has also passed its own conflict minerals regulation, requiring large EU importers of 3TG to perform due diligence on their suppliers worldwide (13). To minimize social liability deriving from the supply chain, companies should develop a supplier risk-based due diligence procedure to identify high-risk suppliers, establish a supply chain mapping, engage suppliers through training and on-site audits, and integrate whistle-blowing procedures on the supplier's behalf.



Key industry Strengths



Key industry Improvement Areas





Sustainability KPIs Overview

KPI	All companies rated by EcoVadis in this industry
Active whistleblowing procedure in place	36%
Audit or assessment of suppliers on CSR issues	30%
Carbon disclosure project (CDP) respondent	6%
Global Compact Signatory	10%
ISO 14001 certified (at least one operational site)	32%
OHSAS 18001/ISO 45001 certification or equivalent (at least one operational site)	21%
Policy on sustainable procurement issues	23%
Reporting on energy consumption or GHGs	29%
Reporting on health & safety indicators	22%

Main Regulations and Initiatives

EU regulation REACh (Registration, Evaluation, Authorisation and Restriction of Chemicals)

http://ec.europa.eu/enterprise/sectors/chemicals/reach/index_en.htm



The European Union regulation REACH (18 December 2006) encourages manufacturers and importers of "Substances of Very High Concern" to pre-register them.



EU directive WEEE (waste electrical and electronic equipment)

http://ec.europa.eu/environment/waste/weee/legis_en.htm



The WEEE directive sets collection, recycling and recovery targets for all types of electrical goods. It imposes the responsibility for the disposal of waste electrical and electronic equipment on the manufacturers of such equipment.



Universal Declaration of Human Rights

http://www.un.org/Overview/rights.html



The Universal Declaration of Human Rights (UDHR) is an advisory declaration adopted by the United Nations General Assembly (10 December 1948)



Foreign Corrupt Practices Act of 1977

http://www.usdoj.gov/criminal/fraud/fcpa/



The Foreign Corrupt Practices Act of 1977 (FCPA) prohibits payments, gifts, or Practices Act contributions to officials or employees of any foreign government or government-owned business for the purpose of getting or retaining business.



United Nations Global Compact (10 principles)

http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of ten principles in the areas of human rights, labour standards, the environment, and anti-corruption:



EU directive RoHS (Restriction of Hazardous Substances)

http://ec.europa.eu/environment/waste/rohs_eee/index_en.htm



Regulatory

The RoHS directive restricts the use of six hazardous materials in the manufacture of various types of electronic and electrical equipment.

Environment

Standard ISO 14000 (International Standard Organisation)

http://www.iso.org/iso/iso 14000 essentials

The ISO 14000 family addresses various aspects of environmental management

Environment

International Labor Organization's Fundamental Conventions

http://www.ilo.org/wcmsp5/groups/public/---ed norm/---declaration/documen ts/publication/wcms_095895.pdf



The Governing Body of the International Labour Office has identified eight Conventions as fundamental to the rights of human beings at work. These rights are a precondition for 12 the others in that they provide a necessary framework from which to strive freely for the improvement of individual and collective conditions of work.



United Nations Convention against Corruption (UNCAC)

http://www.unodc.org/unodc/en/treaties/CAC/index.html



The UNCAC is the first leg12y binding international anti-corruption instrument. In its 8 Chapters and 71 Articles, the UNCAC obliges its States Parties to implement a wide and detailed range of anti-corruption measures affecting their laws, institutions and practices.



OECD guidelines for multinational enterprises

http://www.oecd.org/about/0,2337,en 2649 34889 1 1 1 1 1,00.html

The Guidelines are recommendations addressed by governments to multinational enterprises operating in or from adhering countries. They provide voluntary principles and standards for responsible business conduct in a variety of areas including employment and industrial relations, human rights, environment, information disclosure, combating bribery, consumer interests, science and technology, competition, and





Standard Global Reporting Initiative's (GRI)

http://www.globalreporting.org/Home

The GRI is a network-based organization, that has set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.



Carbon disclosure project

https://www.cdp.net

CDP is an international, not-for-profit organization providing the only global system for companies and cities to measure, disclose, manage and share vital environmental information.



Standard ISO 26000 (International Standard Organisation)

http://www.iso.org/iso/pressrelease.htm?refid=Ref972

The future International Standard ISO 26000, Guidance on social responsibility, will provide harmonized, glob12y relevant guidance based on international consensus among expert representatives of the main stakeholder groups and so encourage the implementation of best practice in social responsibility worldwide.



ISO 45001 Standard for Occupational Health and Safety

https://www.iso.org/iso-45001-occupational-health-and-safety.html

The standard was developed by a committee of occupational health and safety experts, and follows other generic management system approaches such as ISO 14001 and ISO 9001. It was based on earlier international standards in this area such as OHSAS 18001, the International Labour Organization's ILO-OSH Guidelines, various national standards and the ILO's international labour standards and conventions.



Sources

1- Kayan, B., Halim, I., Mahmud, N., 2017, Green Maintenance for Heritage Buildings: Low Carbon Repair Appraisal Approach on Laterite Stones.

https://www.aidic.it/cet/17/56/057.pdf

2- Feld, R., Poremski, H. J., n. d., Vertical Guidance on an adapted Energy Management System (EnMS).

http://twinning-israel.info/resources/VerticalGuidanceEnMSBevera qe.pdf

3- International Organization for Standardization, 2011, ISO 50001-2011

http://www.iso.org/iso/catalogue_detail?csnumber=51297

4- Pima County Department of Environmental Quality, n. d. , Managing Auto Repair & Body Shop Wastes

https://webcms.pima.gov/UserFiles/Servers/Server 6/File/Government/Environmental%20Quality/Waste%20and%20Recycling/Hazardous%20Waste/TechnicalGuidanceDocumentHW16.pdf

5- International Trade Union Confederation, 2018, ITUC Global Rights Index 2018.

https://www.ituc-csi.org/IMG/pdf/ituc-global-rights-index-2018-en-final-2.pdf

6- ILO, n. d., Social Dialogue - Finding a common voice.

http://www.ilo.org/public/english/dialogue/download/brochure.pdf

7- Spreitzer, G., Porath, C. 2012. Creating Sustainable Performance

https://hbr.org/2012/01/creating-sustainable-performance

8- Hunt et al. (McKinsey&Company), 2015, Why diversity matters.

https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters.

9- Human Rights Campaign Foundation, 2016, Corporate Equality Index 2017

http://assets2.hrc.org/files/assets/resources/CEI-2017-FinalReport.pdf

10- I. Schipper, 2005, CSR Issues in the ICT Hardware Manufacturing Sector, SOMO ICT Sector Report - 2005.

http://somo.nl/news-en/somo-research-csr-issues-in-the-ict-sector

11- I. Schipper, 2012, Workers' Rights in the Global Electronics Sector.

http://goodelectronics.org/publications-en/Publication 3892

12- PWC, 2016, Turnaround and transformation in cybersecurity. Key findings from The Global State of Information Security® Survey 2016

https://www.pwc.com/sg/en/publications/assets/pwc-global-state-of-information-security-survey-2016.pdf

13- Ponemon, 2018, Calculating the Cost of a Data Breach in 2018, the Age of AI and the IoT

https://securityintelligence.com/ponemon-cost-of-a-data-breach-2018/

14- RMI, 2019, What are conflict minerals?

http://www.responsiblemineralsinitiative.org/about/faq/general-questions/what-are-conflict-minerals/

15- GoodElectronics, 2009, Reset - Corporate social responsibility in the global electronics supply chain.

https://goodelectronics.org/reset/

16- Global Witness, 2011, The Dodd Frank Act's Section 1502 on conflict minerals.

https://www.globalwitness.org/en/archive/dodd-frank-acts-section-1502-conflict-minerals/

17- EPS News, 2016, EU Agrees on Conflict Minerals Proposal

https://epsnews.com/2016/06/17/25179/